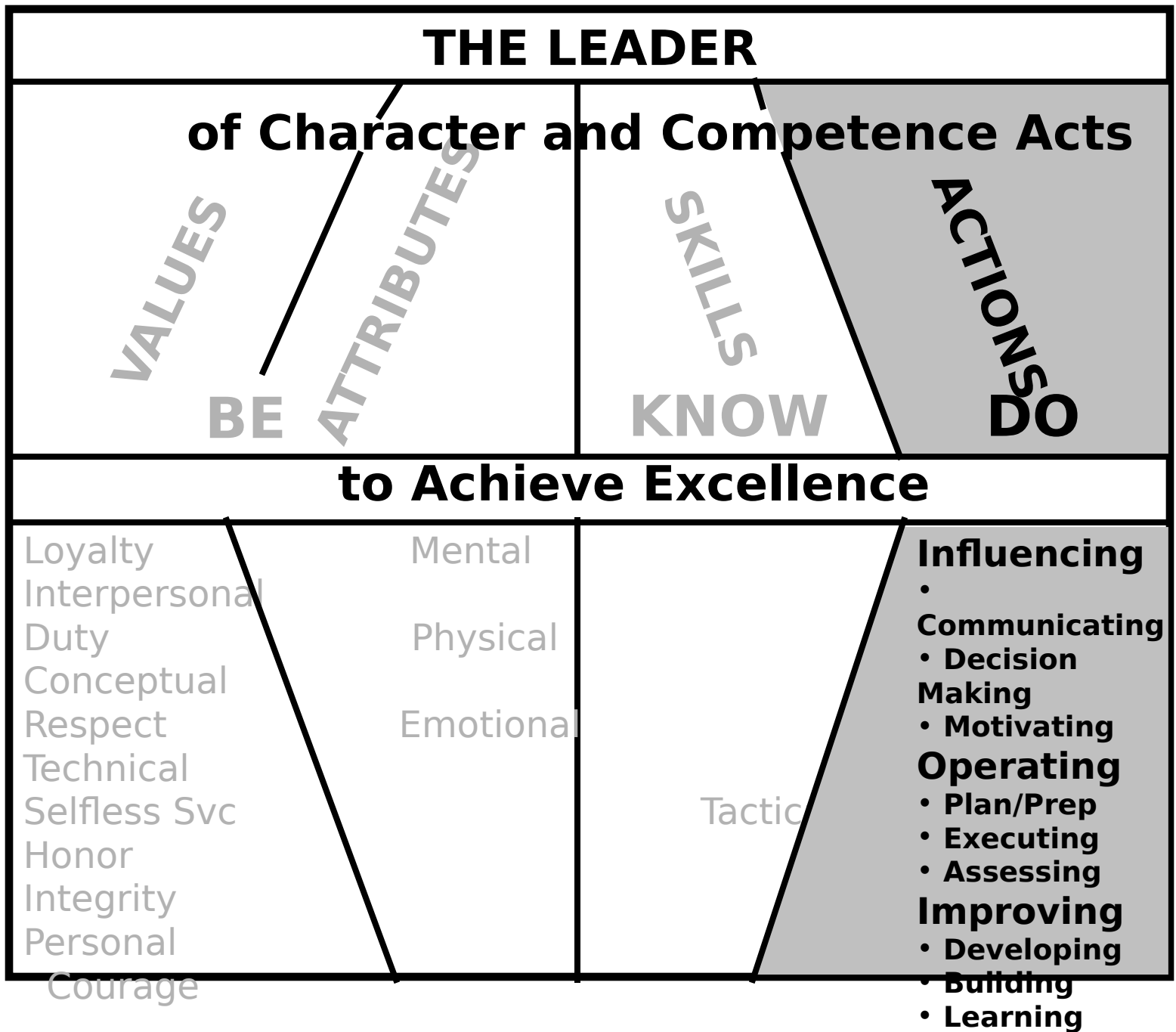


# Leadership Framework



# SEVEN PROBLEM SOLVING STEPS

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1. Identify the problem.
2. Identify facts and assumptions.
3. Generate alternatives.
4. Analyze alternatives.
5. Compare alternatives.
6. Make and execute your decision.

# **POSITIVE**

## **~~REINFORCEMENT~~**

- Providing soldiers with feedback to let them know how they are doing.
- Listening to what soldiers say and mean.
- Using soldier feedback when it makes sense.
- Ensuring everyone knows of a soldier's suggestion that you put in place.
- Giving credit to those who deserve it.
- Giving awards that are meaningful.
- Presenting awards at appropriate

# **NEGATIVE REINFORCEMENT GUIDELINES**

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- Before punishment, ensure soldier knows the reason.
- Consult leader/supervisor before punishment.
- Avoid threatening punishment.
- Avoid mass punishment.
- Listen to soldier's side of the story.
- Let soldier know it's the behavior, not him, that is the problem.

# **NEGATIVE REINFORCEMENT GUIDELINES (cont)**

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- Tell your soldiers “I know you can do better.” What you expect.
- Punish those unwilling to perform; retrain those unable to do the task.
- Respond immediately to undesirable behavior.
- Never humiliate a subordinate.
- Ensure the soldier knows exactly why he is in trouble.
- Ensure punishment is not excessive or unreasonable.

1.2.2.5 Control your temper and hold no grudges

# **SPECIFIED MISSIONS**

Missions that come from your  
boss or from higher  
headquarters.

# **IMPLIED MISSIONS**

When a leader sees something within his area of responsibility that someone needs to do and on his own initiative, develops a leader plan of action.

# **REVERSE PLANNING**

- The basic requirements: who, what, when, where, and why.
- How to accomplish the task.
- Time needed to coordinate and conduct each step.



# **REVERSE PLANNING**

## **(cont)**

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- Put tasks in sequence.
- Set priorities.
- Determine a schedule.
- Make sure steps are in logical order.
- Allot enough time for each step.

# **RESPONSIBILITIES DURING THE CONDUCT OF THE PLAN**

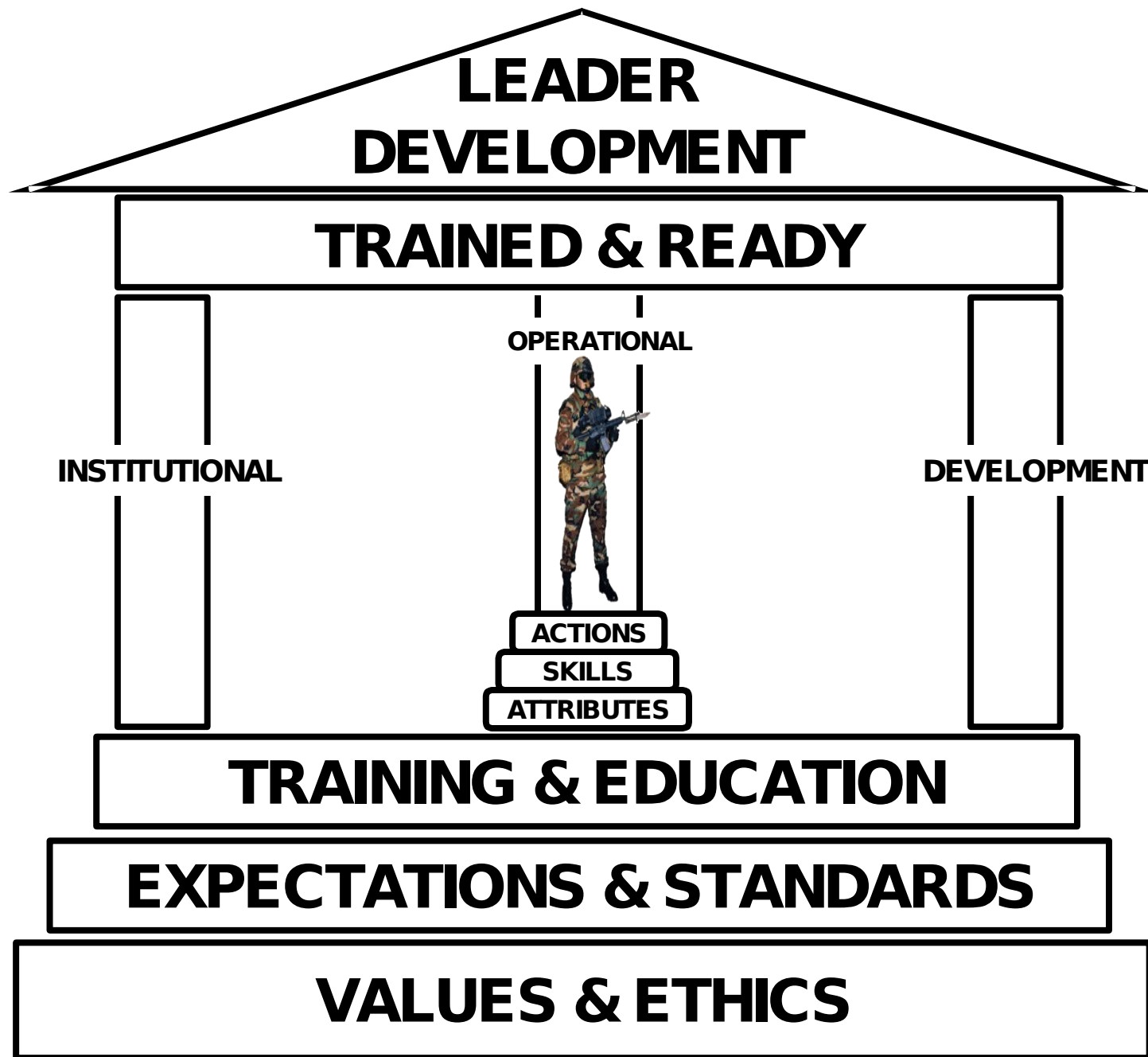
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- Position yourself to best lead your soldiers.
- Initiate and control the action.
- Get others to follow the plan.
- React to changes.
- Keep soldiers focused.

# **GOAL SETTING CONSIDERATIONS**

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- Must be realistic, challenging, and attainable.
- Should lead to improved combat readiness.
- Involve subordinates.
- Develop a plan of action to achieve goals.



# **SELF-DEVELOPMENT**

- Assists in establishing goals for you to meet.
- Creates a plan of action to accomplish your goals.
- Monitors you as you execute the plan.

# **MENTORING TECHNIQUES**

- Teaching.
- Developmental counseling.
- Coaching.

# **HOW PEOPLE LEARN**

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- Through the examples of others (observing).
- Forming a picture in their minds of what they are trying to learn (thinking).
- By absorbing information (thinking).
- Through practice (hands-on experience).

# **GOOD TEAMS**

- Work together to accomplish the mission.
- Execute tasks thoroughly and quickly.
- Meet or exceed standards.
- Thrive on demanding challenges.
- Learn from experiences and are proud of their accomplishments.



# Leadership Framework

